

WORKFORCE INVESTMENT ACT

**BAY AREA WORKFORCE
DEVELOPMENT BOARD**

LOCAL PLAN GUIDELINES

APRIL 2005



BAY AREA WORKFORCE DEVELOPMENT BOARD

2005 LOCAL PLAN GUIDELINES

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I. Workforce Development Area Needs, Labor Market Analysis, and Assessment of Workforce Investment Activities and Assets

The WDB analysis in this section sets the stage for mapping out strategies to achieve your vision over the next two years. Start by assessing where you are today. Keep in mind the statewide labor market trends that were identified in Attachment A: a continued shortage of young people available to enter the workforce; accelerated retirements; increased employment in most industries; a transition from a manufacturing to technology-based economy; a decline in clerical and administrative opportunities; and high demand in health care and computer technology fields. Remember, all partners, new and old, need to be a part of the development of this section as well as the entire plan.

A. WDA Workforce Investment Needs

1. Describe the local workforce investment needs as they relate to:
 - a. Employers/Businesses
 - b. Job Seekers
 - c. Incumbent Workers (Incumbent workers include permanent workers who have been employed in the same firm for a number of years; low skill/low wage workers in entry level jobs; and contingent workers who are employed part-time, on a temporary basis or are self-employed.)
 - d. Youth

118(b)(1)(A)
§661.350(a)(1)

In October 2004, the Bay Area Workforce Development Board, in partnership with the Fox Valley Workforce Development Board, released the Northeast Wisconsin Economic Development Opportunity Study, a detailed economic analysis of the 18-county area of northeastern Wisconsin conducted by Northstar Economics in conjunction with East Central and Bay-Lakes Regional Planning Commissions and the UW-Extension. This Study forms the basis of our planning for the overall region as well as for the various sub-regions. The Study identifies five broad strategies for economic success in the region:

- I. **Move to a New Economy Construct**
- II. **Move to a Collaborative Economic Development Construct**
- III. **Change Social and Cultural Mindset to Risk and Collaboration**
- IV. **Change Regional Image**
- V. **Promote Industry Cluster Development.**

Within these five strategies, the Study identifies 14 tactics and 98 action steps toward implementation of the Study recommendations. A regional leadership committee, the Coalition on the Regional Economy (NEW CORE) has been active in implementing the Study recommendations. NEW CORE includes regional representation from the private sector, economic development education, chambers of commerce, and local government, as well as both WDBs. The Bay Area WDB is an active member of NEW CORE,

and strategies I, III. And V. are areas in which WIA can have a significant targeted impact.

The workforce needs of the Bay Area have changed markedly, and changed again since WIA began in 1999. In the late 1990s, an expanding economy and a worker shortage meant that jobs were plentiful and there were good opportunities even for unskilled and limited-English job seekers. By late 2002, the recession and other economic factors had resulted in the loss of over 6,000 jobs from the ten-county area, many of them some of the best paying manufacturing jobs in northeast Wisconsin. In other cases, small communities lost the only major employer in town. Job opportunities were limited. In 2005, jobs are plentiful once again, including manufacturing jobs, but it is very different from the situation in 1999. Health care jobs are available and the need within this sector will continue to grow.

Manufacturing jobs are also increasing, but no longer for unskilled or limited English workers, with the exception of the food processing industry. In the drive to be more productive, manufacturers have brought in new technology, and they have also restructured the way in which work is done, using lean manufacturing models that require teamwork and increased levels of interpersonal communication, problem solving, and leadership. The level of basic skills needed to get a family-supporting job has risen considerably in six years, based on companies' need for increased worker productivity. As the skill shortage deepens in NE Wisconsin, it will be even more important to work together with employers to raise the basic skills level of the applicants they are considering. This need for higher level skills has also increased the need for incumbent worker training so that companies can keep pace with global competition.

In addition to health care, the urban communities in the Bay Area are producing the following jobs in growth industries that pay well: sales representatives, construction trades, general and operational management, first-line supervisors, maintenance, machinists, and truck drivers. New business start-ups are also an increasingly important part of the economy of NE Wisconsin, and an active entrepreneurial climate will require a variety of support systems to grow and succeed. These two realities, raising educational attainment and promoting entrepreneurship are emphasized in the NEW Economic Opportunity Study.

Manufacturing--durable, nondurable, and food--remains a major industry sector in the Bay Area employing large numbers of people. It is also a highly competitive sector, on a global basis. Consequently, the need for incumbent worker training to increase productivity is particularly acute in many manufacturing companies, large and small. The Bay Area WDB received a federal Earmark Grant from 2002-2004 that was used for incumbent worker training in five projects, giving us a level of experience in this emerging area. Employers are keenly interested in the availability of incumbent worker training dollars.

Equally important as skill shortages increase will be the development of more effective strategies to engage young people, ages 16-25 in work experience and training that meet the specific needs of area employers and lead them toward high-paying jobs in growing industries. We are fortunate to have two excellent technical colleges in the WDA that are highly regarded by the public and that serve as invaluable resources for job training. There is a real need to better connect the high schools with the business community by using the technical colleges and other short-term post-secondary training opportunities to promote successful transition from school to work. Far northern and rural school districts face special challenges in connecting young people with quality employment opportunities due to limited local resources and traveling distances. Urban school districts are challenged by issues related to increasing ethnic and cultural diversity as well as by urban poverty.

B. Labor Market Information

§661.350(a)(2)

1. Identify the current and projected occupational/employment opportunities in your WDA.
2. Describe the job skills necessary to obtain the current and projected employment opportunities.
3. Identification of high demand/high wage jobs and industry clusters, as well as the related skill needs and an assessment of current activities to address those needs in your local area.

118(b)(1)(B)

118(b)(1)(C)

Based on labor market information, the job skills needed for the growth occupations will be in the technology area and specialized service provision. The labor force will need to be continuously provided with employees that have been trained in computer skills and, as these skills are needed in almost all jobs today, and is changing at a rapid pace.

C. Assessment of Current Workforce Investment Activities and in the WDA

118(b)(4),(6)

1. Provide a description and assessment of the type and availability of all workforce investment activities available to adults and dislocated workers/displaced homemakers in the WDA.

The Bay Workforce Development Area has an established Job Center system in place, which consists of 10 Job Centers. The centers provide integrated, universal access to core and intensive services through WIA and the Job Center partner agencies. All 10 sites provide self-service JobNet access and maintain resource rooms. Screening for additional services such as assessment, career planning, case management, job seeking assistance, or training programs are provided through a common intake system at each Center. Each Job Center is managed by a team comprised of mandated WIA Partners; local CBOs, and other local employment/training agencies. The Partners identify the employment and training needs of their local area, develop a comprehensive, integrated service system and monitor the services together.

2. Provide a description and assessment of the type and availability of all workforce investment activities available to youth in the WDA.

The Bay Workforce Area has an extensive system of youth services in each local area. Services are provided by local government, the school districts, and nonprofit organizations. These services, however, appear to be only loosely tied together, with regular communication and coordination lacking.

Successful School-to-Work programs have been developed in the Workforce Development Area through the work of the Partners in Education (Brown County), the Wolf River Partnership (Shawano and Menominee Counties) and the Door/Kewaunee School-to-Work Consortium, along with other local efforts. The Tech Prep Coordinators at Northeast Wisconsin Technical College and Lakeshore Technical College work closely with these efforts, as do CESA #7 and CESA #8. Traditionally, there have been strong ties between WIA, the CESAs, and the area school districts to promote credit make up, academic enrichment, and work-based learning. WIA services target expelled youth, youth offenders, teen parents, and basic skills deficient youth through contracts with CESA, Community Based Organizations, and the job centers. The Job Center system's services described are available to all youth in the Bay Workforce Development Area, with the Job Centers targeting older youth for services.

§661.350(a)(7)

3. Provide a description and assessment of the type and availability of services available to employers in the WDA.

Employers have access to services at any of the 10 Job Centers in the Workforce Development Area. Services for employers are provided by the Wagner-Peyser agency staff (Job Service) through the Job Center system, and other partners, such as DVR and the W-2 agencies, who offer services to employers in the course of their services to targeted population. Employer services include job order composition and listing on JobNet, dislocated workers services through the WIA (Workforce Investment Act Title I) placement assistance, pre-employment testing, follow up for targeted populations, workshops on employment law and issues, and information services. The Job Centers organize Job Fairs to bring employers and job seekers together. Most of the Job Centers have internal structures to coordinate employer contact and information among the partners. The WIA service plan submitted by each job center provides the Bay Area Workforce Development Board specific WIA employer service information and assists the board in the planning process.

II. Workforce Development Area Vision and Goals

The WDA's vision and goals are to be broad, system-wide strategic goals that apply |

to the needs of the workforce investment system as a whole. Development of the WDA's vision and goals, as well as the strategies the WDB will use to achieve the vision and goals will be included in the comprehensive WDA Plan due in fall 2005.

III. Workforce Development Board

The WDB is the pivotal entity in each WDA to lead the development, coordination and monitoring of a strategic plan that ensures a demand-driven service delivery system with a broader range of partners. WIA partners and stakeholders will have varying roles in these activities and relationships with the WDB. Collaboration with all partners and stakeholders is essential to coordination and enhancement of the entire workforce investment system.

A. Plan Input and Review Process

118(b)(7)

WIA requires a number of coordination and consultation steps as part of the WDB's development of a Local Plan that includes the design and enhancement of the workforce development area's One-Stop delivery system.

1. Describe how the WDB consulted with and provided an opportunity for public comment throughout the WDA on and provide input into the development of the Local Plan, with at least 30 days for comment, with the following key players:

§661.345(b)
118(c)
§661.350(a)(8)

- a. Local Elected Officials and the Chief Local Elected Official in his/her partnership/approval role

On April 29, 2005 the Local Elected Officials will receive a copy of the Plan for review. At a regularly scheduled LEO meeting, June 2, 2005, the main agenda item will be the review, discussion and approval of the Plan.

- b. Representatives of Business
 - c. Representatives of Labor
 - d. One-Stop Mandatory Partners
 - e. Economic Development Entities
 - f. Other Partners and Stakeholders

(b-f) A public notice of plan availability was sent to newspapers in each county of the Bay Area. Notices of plan availability was sent to the youth council representatives, job centers and current WIA contractors along with a posting at each courthouse in the Bay Area. Through the board's review of the Plan, representatives from business, labor, economic development, Community Based Organizations, DWS program staff and education will have an opportunity for review and comment.

2. Submit any comments that express disagreement with the Local Plan, and the WDB's response to those comments.

§661.345(c)
118(c)(3)

Should any comments be received we will forward them.

B. WDB Functions

WIA identifies a number of functions that are geared toward the overall

117(d)

success of the workforce investment system. These functions are to be carried out by the WDB. These functions include:

- Development and submission of the Local Plan.
- Assuring coordination of workforce investment activities with economic development strategies and development of other employer linkages.
- Promoting the participation of private sector employers in the local and statewide workforce investment system and ensuring effective provision, through the system, of connecting, brokering, and coaching activities, which assist employers in meeting hiring needs.
- Selection of One-Stop operators and service providers.
- Development of a budget to carry out these functions and direct the disbursement of WIA Title I-B funds.
- Monitoring the One-Stop delivery system and WIA Title I-B programs.
- Negotiating local performance measures with the Chief Local Elected Official and the Governor.
- Assisting in developing the statewide employment statistics system.
- Monitoring access to ensure everyone has access to the One-Stop system and core employment-related services (universal access).

1. Describe any roles and responsibilities as agreed to with the Chief Local Elected Official that may differ or be in addition to those listed above.

No additional roles/responsibilities have been identified at this time.

2. Identify the fiscal agent or entity responsible for the disbursement of grant funds.

118(b)(8)
§661.350(a)(9)

The Workforce Development Board administrative's staff will be the fiscal agent for the grant.

3. Identify any WIA statutory or regulatory requirements the WDB would like the State to include as part of a waiver plan to the Department of Labor.

§661.420

No waivers are being requested at this time.

C. WDB Composition

117(b)(2)

WDBs were recertified by the Governor in 2004 in accordance with WIA law. These recertifications are effective through 12/31/2005. If no changes have been made to your WDB's composition since your WDB was recertified in 2004, please include the descriptions and charts used for the recertification process in reference to #1, 2, and 4 below. If changes have been made, include updated charts and descriptions. For those WDBs that do not have a DWD-certified Board, this process must be completed as part of this plan. WIA plans will not be approved unless this is complete.

117(c)(2) & (3)

1. Describe the nomination and selection process used to appoint local business representatives to the WDB.

The nomination process for local business representatives on the Bay

Area WDB is a very open process. Nominations usually come from LEO Board members, WDB members, job center partners, and economic development agencies. Industry sectors and county of origin are taken into account in the nomination process to achieve ensure private sector representation that mirrors the industry makeup of the area and includes all the counties. The Executive Director interviews candidates and provides initial information about membership expectations and responsibilities. The LEO Board reviews nominee credentials and makes appointments to the WDB at their quarterly meetings.

2. Provide a complete updated WDB membership list by completing the WDB Membership Form (Form A).

See Form A attachment

3. Attach a diagram, description of roles and responsibilities, and regular meeting schedule of the WDB subcommittee structure.

The Bay Area WDB has three standing committees:

- a. The Executive Committee sets the board agenda and acts for the board in between regular meetings.
- b. The Program Performance Committee reviews WIA program and overall job center performance. This committee has developed the business plan format for use in WDA job center planning.
- c. The Strategic Leadership Committee is composed of board members and job center representatives. This committee identifies policy level issues for discussion and planning purposes.

The Executive Committee meets between regular WDB meetings and during the summer months as needed. The other two committees meet in conjunction with Bay Area WDB meetings seven times per year and other times as needed.

MEETING SCHEDULE 2005-2006

Bay Area Workforce Development Board and Committees

Thursday, April 21, 2005
Thursday, May 26, 2005

Summer Recess

September 15, 2005
October 20, 2005
November 17, 2005

January 19, 2006
February 16, 2006
April 20, 2006
May 18, 2006

Meetings will usually be at NWTC in Green Bay from 1-4 PM.
Committees usually meet one hour prior to the board meeting

4. Describe the process the WDB will use to notify the chief local elected official of any vacancies and to fill those vacancies with appropriate representatives.

The WDB notifies the Local Elected Officials Board about board vacancies through the Executive Director. The Executive Director coordinates the work of all parties interested in nominating individuals to fill those vacancies and works to ensure balanced industry sector and geographical representation on the WDB.

D. Youth Council

The Youth Council is a mandatory subgroup of the WDB appointed by the WDB in cooperation with the chief local elected official. Some members of the WDB will serve on the Youth Council in addition to other individuals who have expertise or special interest in youth policy and services. Members of the Youth Council who are not appointed members of the WDB are to be voting members of the Youth Council.

117(h)

1. Describe the role and responsibilities of the Youth Council. (From purely advisory to the WDB to overall delegation but with ultimate authority still retained at the WDB level).

The Youth Council provides recommendations to the Bay Area WDB in matters of WIA youth program development. The Bay Area WDB has depended upon the Youth Council and has consistently adopted its recommendations. The Youth Council also identifies strategic issues related to the economic success of young people in NE Wisconsin and applies strategic initiatives, such as the NEW Economic Opportunity Study, to the needs of young people. Selected members of the Youth Council review and rate, and recommend funding for proposals submitted for the in-school youth program.

2. Identify circumstances which constitute a conflict of interest for Youth Council members and describe how codes of conduct and conflict of interest issues related to Youth Council members will be addressed.

The Bay Area WDB has adopted a Conflict of Interest Policy in January 2000 that also applies to the Youth Council. That policy identifies the nature of a conflict of interest, requires disclosure of potential conflicts of interest, and establishes a procedure for determining when a conflict of interest exists so that a member must abstain from discussion and voting in a particular matter. The Executive Director is charged with oversight of this process.

3. Complete the Youth Council Membership Chart (Form B). This chart

requests a list of members of the Youth Council, their titles and the organizations they represent, as well as a description of the solicitation and selection processes used to garner nominees from required membership categories.

See Form B attachment.

4. Describe the Youth Council's recent activities, frequency of meetings, and level of involvement in WDB activities. Include a schedule of meetings. If the Youth Council has not been active, include your plans for reactivating.

The Bay Area Youth Council has met five times in PY 2004. The summer months are used for discussing strategic issues and identifying situations and trends that the WDB should take into account in their planning process. During the other months, the Youth Council meets to review WIA Youth program performance, keep up to date on workforce development issues and projects, and provide input to the Bay Area WDB as requested on program and policy issues. Youth Council members also serve on the WIA Youth Proposal Review Committee which makes recommendations on In-School Youth competitive proposals, and on the Job Center Plan Review Committee which evaluates job center business plans, particularly as these relate to Out-of-School Youth.

E. WDB Support and Administration

Section 117(d)(3)(B)(ii) authorizes the WDB to employ staff. The WDB may be supported by WIA Title I and other programs operated by the WDB and locally reached agreements with other partners, subject to program cost limits and policy direction.

1. Provide a complete description of the WDB's support and administrative procedures. Include in your description the number and type of staff that are both directly funded by the WDB and those that provide in-kind support from local partner and related organizations.

The Bay Area Workforce Development Board employs five fulltime and one part time staff to perform the administrative duties required under WIA. There are three senior staff: Executive Director, Program Operations Manager, and Controller. A Program Assistant and an Administrative Assistant provide office and contract monitoring support. A part time Financial Assistant handles fiscal paperwork. All staff are classified as administrative, although at times staff performs duties that fall under the WIA rubric of "program costs" because those duties involve direct contact with contracted case management staff (e.g., case management, training). All direct program services are contracted out. The WDB staff is not located in a job center, so partners do not provide any services toward the administration of WIA grants except through their contract agreements.

2. Include an organizational chart of WDB staff, administration and support.

James M. Golembeski, Executive Director

Betty Gregory-Paasch, Program Operations Manager

Debbie LaViolette-Spevacek, Controller

Debbie Kelly, Program Assistant

Bonnie Rosner, Administrative Assistant

Brenda Sharp, Fiscal Assistant

3. Describe the distribution of administrative funds subject to the 10% limit, as allocated to:
 - a. WDB support – **10%**
 - b. One-Stop Operator - **0**
 - c. Core/Intensive Services - **0**
 - d. Training - **0**
 - e. Other - **0**

IV. One-Stop Delivery System Including One Stop Operators and Memorandums of Understanding

WIA assigns local responsibility to the WDB, in collaboration with the Chief Local Elected Official (CLEO), to ensure the creation and maintenance of a One-Stop system in the WDA.

\$662.100(a)

As required in Section 118 of WIA law, local plans must include a description of the One-Stop delivery system in the local area and a copy of each Memorandum of Understanding. DWD will establish guidelines for including these into the WDA Plan due in fall 2005.

118(2)

V. Demand-driven Workforce Investment System

The transition to a demand-driven workforce system is supported by both DOL and by the Governor through the *Grow Wisconsin initiative*, which focuses on strategies to create good paying jobs and a robust economy. A demand-driven workforce system is market driven, responsive to local economic development needs, contributes to the economic well-being of the community, and promotes workforce quality. The public workforce investment system must focus its efforts on enhancing relationships with quality employers (family-supporting wages, health benefits, 401ks, promotion from within policies, career ladders, employer-sponsored training, tuition reimbursement programs, etc.) in order to connect job seekers to better jobs.

Development of a demand-driven strategic plan requires using economic information and analysis to drive strategic investments, identify strategic partners,

and design effective service delivery systems. Some of the important elements of a demand-driven workforce system include: economic analysis; workforce strategies that target high growth, high demand industries and occupations; strategic partnerships with the public workforce system, business and industry, and education and training providers; a solutions-based approach to service delivery (instead of menu-based approach) that effectively leverages workforce investment resources; availability of a full array of assets through the One-Stop system to support individuals and business needs; and demand-driven career guidance.

- A. Describe what system or process, if any, your WDB has in place to work with businesses and find out what their needs are.

The Bay Area WDB interacts with area businesses in a variety of ways. WIA funding provided to the job centers allows for employer outreach services in conjunction with Wagner-Peyser and other funding. Each of the ten job centers reaches out to the local business community, in varying degrees, to understand and meet their needs. Frequently, a simple review of the listings on JobNet provides useful insights into marketplace needs. JobNet is a tool that a significant percentage of area employers utilize because it has real value for them. Bay Area WDB also interacts with business owners and managers frequently by request, or through Chamber of Commerce committees.

The Bay Area WDB and its staff have regular communication with economic development agencies throughout the ten-county area. We are also fortunate to have two technical colleges (Northeast Wisconsin Technical College and Lakeshore Technical College) who have sophisticated methods of communicating with local businesses and with whom the WDB works closely. In particular, the federal Earmark Grant that ran from 10/8/2002 through 10/31/2004 allowed the Bay Area WDB and five partner agencies to direct almost \$1 million into incumbent worker training programs that served to meet the needs of many area employers. Even though that grant has expired, the opportunity cemented relationships with the employer community and has opened doors to partnerships with employers on other projects.

In particular, the Bay Area has a close relationship to the Employers Workforce Development Network, an association of companies in Brown County known for creating synergistic partnerships for innovation and workforce development. The WDB Executive Director, a co-founder of EWDN, serves as Technical Advisor to the Executive Committee. EWDN received an Exemplary Employer Award from Governor McCallum in 2002.

Most importantly, the NEW Economic Opportunity Study cited in Section I. provided an opportunity to get input from business owners and managers throughout NE Wisconsin, and to have it distilled into a strategic plan format with recommendations for implementation. The Economic Opportunity Study is the basis for most of the Bay Area WDB's area wide planning efforts.

- B. Describe the partnerships with regional business associations that the WDB has developed, such as Chambers of Commerce, local economic development organizations, and others.

Please see Section A above

- C. Describe what industries your WDB has focused on. Include your methodology of choosing these industries, and any service strategies that you have undertaken related to training.

The Bay Area WDB has focused training dollars on in-demand occupations that provide a family-supporting wage, and on jobs in areas of new and emerging technology. Health care has been an important industry sector in this regard because of the statewide focus on training in health care and because of the opportunities available in this sector. Manufacturing also remains an important industry sector in NE Wisconsin, one that continues to gain in the number of opportunities and in the level of wages and benefits provided to workers. As workforce demands change, industry-specific and company-specific training is made available provided that the above criteria are met. For example, welding training has been provided in pre-employment programs for several area companies. In these cases, training specific to the needs of the company was provided to a group of pre-screened applicants. The company agreed to hire all trainees who successfully completed the training curriculum. Because of the training, the new employees were able to provide additional value to the employer from the day of hire.

The NEW Economic Opportunity Study has also identified nine existing industry clusters within the 18-county region that offer potential for creating breakthrough technologies and high growth markets. At the same time, the Study points out that these industry clusters will not achieve that potential without attention being paid to research and development, entrepreneurship, risk capital, and a real commitment to regional collaboration. The industry clusters identified are:

Paper Products	Processed Food	Publishing and Printing
Forest Products	Insurance Products	Tourism
Agriculture	Metal Manufacturing	Production Technologies.

As implementation of the Study recommendations proceeds, driven by the NEW Coalition on the Regional Economy, the Bay Area WDB will identify ways to use WIA resources to collaborate closely with those efforts.

- D. Indicate how case managers, front-line staff, and other employees are kept informed of in-demand occupations.

Annually each job center management team reviews the businesses and industries in their local area for information on hiring and expansion plans. This information coupled with advice from Chamber of Commerce, and

economic development agencies is compiled into a demand occupations list. The list is provided to case management staff at the center ensuring that the demand occupations listing is current and has local information. The list is sent to Bay Area Workforce Development Board staff annually and is the basis for training vouchers issued out of the central PAS (Payment Authorization System).

- E. Describe how the WDB will use growing industry information in planning the future of your workforce delivery model.

In addition to the information provided by the NEW Economic Opportunity Study, in conjunction with the efforts of NEW CORE to implement the Study recommendations, the Bay Area WDB will utilize labor market information to focus training resources on in-demand occupations that pay a family supporting wage, and on new and emerging technologies. Training funded under WIA is targeted at demand occupations in each local job center area. Through the PAS (Payment Authorization System) vouchers for training can be directed at the occupations that are in demand.

- F. Describe any other new or innovative strategies that your WDB has undertaken or partnered in to better respond to evolving labor market needs and become demand-driven.

Based on discussion in the Strategic Planning Committee employers are seeking individuals with strong soft skills. The Bay Area Workforce Development Board in coordination with the technical college system is in the discussion stage of developing a soft skills training component for all WIA trainees. The component will address the changing work environment and provide the 12 most critical skills identified on the economic study.

Top 12 Most Critical Skills

- Work cooperatively/teams
- Work Productively
- Listening
- Demonstrate positive attitude
- Maintain a safe & productive work area
- Communicate clearly
- Demonstrate integrity
- Follow directions
- Analyzing and solving problems
- Adaptability
- Demonstrate needed math skills
- Think critically

- G. Describe what system or process your WDB has in place or will undertake to prioritize efforts to work with quality employers.

The economic study will provide the base definition of a quality employer and

be focused on Strategy #5 Industry Clusters.

VI. WIA Title I Program Services

A. Title I Adult and Dislocated Worker/Displaced Homemaker Service Strategy

1. Adult Funding Priorities

- a. WIA allows WDBs the flexibility to prioritize the use of Title I funds. Describe the process that the WDB will use to direct its One-Stop Operator(s) (OSO) to give priority to low-income individuals and recipients of public assistance if funds become too limited to serve all interested participants.

134(d)(4)(E)
§663.600
§661.350(a)(11)

In the Bay Area limited Workforce Investment Act Title I adult funds dictate the prioritization of training funds to low income individuals or public assistance recipients. Enrollment of individuals that do not meet one of the two elements must be requested through a waiver submitted to the Program Operations Manager of the board. Workforce Investment Act Title I training funds are available after other options for funding of training are determined to be unavailable or inadequate. Should Workforce Investment Act training funds be extremely limited, additional barriers to employment are prioritized. These barriers are; 1) single head of household; 2) dropout; 3) minority; 4) disabled; 5) homeless; 6) no work history; 7) older worker; 8) offender; 9) basic skills deficient; 10) limited English; 11) female; 12) long-term unemployed; and 13) veteran (not in any priority order). The training vouchers have a section for the documentation of low income or public recipient status and for the rating of additional barriers.

- b. The U.S. Department of Labor issued instructions on September 16, 2003 relating to implementation of the Jobs for Veterans Act. This guidance, issued in Training and Employment Guidance Letter (TEGL) 5-03, requires priority of service to Veterans (and some spouses) for all DOL training programs. Describe the process that the WDB will use to direct its OSO(s) to give priority to veterans and veterans' spouses as required in TEGL 5-03 and DWD Policy Update 04-03 if funds become too limited to serve all interested participants.

TEGL 5-03
DWD Policy
Update 04-03
Jobs for
Veterans Act,
107-288

The Bay Area Workforce Development Board will prioritize services for veterans through the WIA Job Center contracts. The contract will focus on services for attainment of employment, retention, wage progression and self-sufficiency for each veteran. Training for veterans will be prioritized through an additional weight on the rating scale for the WIA funded PAS (Payment Authorization System) voucher system.

The WIA case managers will also work with the Local Veteran's Employment Representatives (LVERs) and the Disabled Veterans Outreach Program (DVOP) for referrals, coordination of services and

sharing of information. This process will avoid duplication and promote a stronger more efficient service system for the veteran. Representatives of the county veterans service program are invited to attend worker orientation sessions for dislocated workers and are informed of WIA services for veterans.

2. Mix of Services with Title I Funding

WIA establishes that Title I funds can be used to provide core, intensive, and training services. The WDB has the authority and flexibility to decide the percentage of funds that goes to each level of service. Describe the WDB's plan for the allocation of funds between service categories for both adults and dislocated workers. Show the percentages for core, intensive, and training allocations for the Adult and Dislocated Worker programs.

The Workforce Development Board allocates training dollars to a central fund (PAS) administered by board staff. WIA case managers issue vouchers for training out of this system. The training dollars are separated into a dislocated worker and adult category. The core and intensive services funding are contracted and tracked separately. The amount requested by each job center determines the ratio of funds for the core and intensive services. Through this process the job center partners plan the level of core and intensive and coordinate the funding of these services. The percent of funds for core and intensive services vary from Job Center to Job Center depending on the funds available from the other partners at the center. Annually each job center submits a WIA plan and budget request to the Workforce Development Board. The plan is prepared by the management team in each center and reviewed by a committee of the board. The committee makes a funding recommendation to the full board for the amount of funding for the core, intensive and case managed WIA services.

3. Displaced Homemakers

WIA expands the definition of dislocated workers to automatically include displaced homemakers.

- a. Describe coordination with any displaced homemaker programs administered by the Wisconsin Technical College System Board.

Sec.101(10)
§663.120

The two technical colleges in the Bay Area provide displaced homemaker/returning adult services. Through these programs, displaced homemakers are provided assessment and career counseling. Due to limited funding, the college's Displaced Homemaker Program cannot provide training dollars for technical/degree programs. Workforce Investment Act Title I funds provide the training dollars for 1 year and 2 year programs and support service dollars through the Dislocated Worker allocation. Staff at each technical college is provided information on the WIA services and referral process for displaced homemakers. The Program Operations Manager of the Workforce Development Board is a member of the Northeast Wisconsin Technical College Displaced Homemaker Advisory Committee.

- b. Describe how services to displaced homemakers will be integrated into

the dislocated worker program.

A targeted service number of displaced homemakers are required in all of the WIA dislocated worker contracts.

4. a. Describe how the WDB will serve each of these significant segments of the population – dislocated workers, including displaced homemakers, low-income individuals (including recipients of public assistance), individuals training for nontraditional employment, and individuals with multiple barriers (including older workers and individuals with disabilities).

112(b)(17)(A)(iv)

All WIA services are contracted to the local job centers. Targeted populations are mandated in all Workforce Investment Act Title I Job Center contracts. The percentages required are based on local demographics and negotiated with the Job Center WIA service providers. The targeted population service numbers and the service delivery is monitored by Workforce Development Board staff.

- b. Address what service strategies (e.g., infrastructure relationships with Benefits Planners, service delivery with Disability Navigators, etc.) will improve meeting needs for customers with disabilities.

The disability navigator is a contracted position through this Workforce Development Board. Board administrative staff assisted the navigator with access to the job center case management staff. WIA adult contracts have targeted disabled service numbers and performance criteria. Communications with Department of Vocational Rehabilitation, the navigator and two local CBOs that serve individuals with disabilities is an ongoing process.

5. DWD's research shows that WIA in Wisconsin serves a much larger proportion of women than men, yet women consistently earn less than men after exiting WIA in all WDAs. Identify any service strategies that the WDB is undertaking or is planning to undertake to treat women as a targeted population and focus more effort on assisting women to obtain higher paying and equitable jobs.

A non-traditional occupations orientation is provided to all females as part of the WIA assessment process. The Workforce Development Board is also working with the technical college system to develop an assessment that measures a female's potential for success in a non-traditional occupation. All of the youth contracts require a hands on non-traditional occupational experience for females.

6. Describe WDB policies and procedures to support UI Profiling activities.

The primary agency responsible for the profiling process is Job Service, based on the additional DWD funds provided to Job Service for

this process. WIA funded staff assist the Job Service staff in profiling sessions and follow-up client sessions. WIA provides printed materials for sessions promoting the WIA program and job center services.

7. Describe the methods that have been developed to respond expeditiously to plant closings and layoffs. These methods are to address coordination with statewide rapid response activities as well as when statewide rapid response staff are not involved.

§661.350(a)(6)
118(b)(5)

1. Rapid Response Process

The Bay Area Workforce Development Board's Program Operations Manager acts as coordinator for the Rapid Response/Worker Orientation Team in the Bay Area. Upon receiving notice of a closing/downsizing, the Workforce Development Board's Program Operations Manager contacts DWD to coordinate an informational meeting with the company and a union representative if appropriate. The Workforce Development Board's Program Operations Manager, with DWD staff (if appropriate), conducts the rapid response process, develops a lay off/closing profile, and establishes a time for the on-site orientation for the workers. Every effort is made to provide the orientation before workers leave the facility (the closing or downsizing date).

2. Worker Orientation Process

Workforce Investment Act Title I programs, unemployment insurance, COBRA, Pension, and specific job center services are presented to the workers at the session. In addition to the services available, the process to access services is clearly explained. A needs survey is distributed and completed by each worker. Written information on WIA programs, Job Center information and the name of a contact person is distributed at the session. A core team comprised of a representative from the local Job Center, Technical College system, Job Service, the Workforce Development Board staff and Veterans programs present information at the worker orientation session(s). If a labor union is involved, a representative from the local and/or state union and the AFL-CIO-LETC is involved in the Rapid Response and Worker Orientation process.

Delivery of WIA dislocated worker services is coordinated with the case management system and the Job Center partners. Information on new and expanding businesses, TRA/TAA, Job Center services, and local economic development efforts are provided to the workers. The eligibility determination, assessment and referral process is provided by designated WIA case managers through the Job Center system. Referral of eligible workers to other services follow the specific process of each Job Center partner. Outreach services, in addition to on-site presentations, is coordinated with the Job Center Partners, notably Job Service and the Technical College systems, through the local Job Center. This process may include contact with labor unions through

the AFL-CIO-LETC if appropriate. Brochures explaining dislocated worker services are distributed through Job Centers, Wisconsin Technical College system, and outreach sites including outplacement career centers. Outplacement firms hired through the company are informed of the services available and encouraged to share career planning and training information at their sessions.

B. Title I Core Services

Sec. 134(d)(2) of WIA Title I lists the following core services as allowable under the Act:

- Eligibility determination
- Outreach and intake
- Initial assessment of skill levels, aptitudes, abilities, and supportive service needs
- Job search and placement assistance
- Access to Labor Market Information
- Information on program providers
- Information on One-Stop system performance
- Information on available supportive services
- Follow-up services
- Information on filing unemployment compensation claims
- Assisting in establishing eligibility for employment and training programs not funded under WIA

1. Describe core services that will be provided in addition to those above.

§663.150

Additional core services at designated Job Centers include a self-directed career planning process.

Community resources provided by non-mandated Job Center partners include:

- **Emergency housing, food and clothing distribution**
- **Weatherization programs**
- **Health care services**
- **Local service organizations information**

2. Describe the WDB's design for Title I core services and how they fit with Wagner-Peyser Labor Exchange Services. (The Regulations ask for a description that shows these two sources of funds are not duplicative.)

Wagner-Peyser funding provides the JobNet Touch Screen network at each Job Center in the Workforce Development Area. Due to reduced funding, Wagner-Peyser funds cannot provide individual assistance/front desk/resource room staffing to customers at the Job Center. Job Centers, through Workforce Investment Act Title I Plans submitted to the Workforce Development Board identify gaps in the provision of core services, including areas that Wagner-Peyser cannot provide. The plan, with a cost allocation for the delivery of the core services, is reviewed by a committee of the Workforce Development

Board. Workforce Investment Act Title I funds are provided for the core services through the cost allocation plan. The plan submission process promotes that the partners, not just Workforce Investment Act Title I, funds are included in the funding of core services. In most centers partner staff assist with the use of JobNet and career assessment materials, and staff the resource room and front desk. Employer services in the Job Center system are coordinated with Wagner-Peyser staff collocated at the Job Center. Several Job Centers are not Wagner-Peyser cost centers and do not have funded Wagner-Peyser staff onsite. At these Centers, partner staff or WIA funded staff deliver core services and employer services.

3. Describe the WDB's policy for supportive services, and provide a copy of the policy as an attachment. (WIA defines supportive services to mean such things as transportation, child care, dependent care, housing, and needs-related payments that are necessary to enable an individual to participate in activities authorized under Title I.)

134(e)

All support services including Workforce Investment Act Title I are coordinated through the Job Center's case management system. Case managers share client training plans and assessment information and use of a common release of information. This process assures that clients receive the necessary support services without duplication.

See Attachment C

WIA Title I Support Services

- 1. The support services provided are transportation reimbursement, child care, supplies/clothing required for training or entry to employment, and relocation assistance to dislocated workers.**
- 2. WIA case managers access support services through a request form submitted to Workforce Development Board staff.**
- 3. Support services are approved, centrally tracked, and paid through the Workforce Development Board staff. All services follow the policies set up for support services by the Workforce Development Board.**

C. Intensive Services

Intensive services are services intended to identify obstacles to employment through a comprehensive assessment or individual employment plan in order to determine specific services needed.

§663.200

134(d)(3)

§663.200

Sec. 134(d)(3) of WIA Title I lists the following intensive as allowable under the Act:

- Comprehensive and specialized assessments
- Development of an individual employment plan
- Group and individual counseling
- Career planning
- Case management
- Pre-vocational services

<p>1. Describe any intensive services that will be provided in addition to those identified above.</p> <p>No other intensive services are provided.</p>	§663.200(a)
<p>2. Provide the WDB's definition of "self-sufficiency." (Self-sufficiency is a local assessment using LMI and other regional area issues.)</p> <p>The local definition of self-sufficiency is: the individual has the training and experience to support themselves and their family without public assistance and know how to access training and job placement services to advance their employment status.</p> <p>3. Describe how these services will be coordinated across programs/partners in the One-Stop Centers, including Vocational Rehabilitation, W-2 and Adult Education. Coordination of these areas is important to improving services to customers as well as reducing redundancy and increasing efficiencies.</p> <p>Each Job Center Management Team develops their self service intensive service process, designs the delivery method, designates the service provider(s) and monitors the service for quality improvement. As in all of the Job Center processes, this is a team action with all collocated partners involved in the process. The process and provider is described in each Job Center's plan submitted to the Bay Area Workforce Development Board bi-annually. WIA case managed intensive services are provided through the WIA case manager at the center.</p>	§663.230
<p>D. Training Services</p> <p>WIA Training Services should equip individuals to enter the workforce, with priority on demand industries and occupations, and to retain employment with family-supporting wages.</p> <p>1. Of the amount the WDB has allocated for training, identify the percentage of training funds earmarked for Individual Training Accounts (ITA), On-the-Job Training (OJT), and customized training.</p> <p>Individual Training Accounts: Dislocated Workers = 30% of Dislocated Worker allocation Adults = 36% of Adult allocation On-the-Job Training = 0 Customized Training = 0</p> <p>2. Describe the WDB's policy for its ITA system including limits on duration and amount.</p> <p>The Bay Area Workforce Development Board provides training through</p>	<p>134(d)(4)</p> <p>§663.420(c)</p>

a vouchered Payment Authorization System (PAS) and the WIA case management system. Limited Workforce Investment Act Title I funds dictate the authorization of training funds to low income individuals and public assistance recipients. Job Center partner staff are informed of the training voucher process and cross-trained to provide the potential student with information on the process and make referrals to the WIA case manager. Prior to the issuance of a training voucher, each participant meets with the Workforce Investment Act case manager who ensures that these steps have been addressed:

- 1) Document that core and intensive services were utilized and did not result in sufficient or comparable employment.
- 2) Complete the required assessment process.
- 3) Establish an employment goal or connect the participant with the Job Center career planning process to do so. If the participant was referred by a Job Center partner staff, contact the staff person for any assessment, service history or relevant client information.
- 4) Review the career goal in relation to the local labor force needs and current job listings.
- 5) Conduct a transferable skills analysis if the client is a dislocated worker.
- 6) If training is required, the case manager will assist the participant with application for other financial aid, assist with reviewing the statewide list of training providers, funding options for the training and screen, refer the client to the appropriate Job Center partner for funding of the training.
- 7) Assist with the selection of a WIA training provider and complete the individual training account application if the client is pursuing Workforce Investment Act Title I funding.

See Attachment D – ITA/Training Policy

3. Describe the WDB's intent to use exceptions (contracts) instead of or in conjunction with the ITA system. Address the following issues as applicable.
 - a. Describe the WDB's policies for OJT and Customized Training opportunities including the length and amount.

§661.350(a)(10)
§663.535
§663.430(a)(2)

The Bay Area will not use OJT for training. Customized training is an option that is currently under review.

- b. If a determination was made that there is an insufficient number of eligible providers, describe how this determination was made and the process to be used in selecting providers under a contract for services.

There is a sufficient number of training providers in the Bay Area.

- c. If the WDB intends to serve special participant populations that face multiple barriers to employment, describe the criteria to be used to

§663.430(a)(2)

determine the demonstrated effectiveness of community-based organizations or other private organizations that serve these populations.

The Bay Area has identified the offender population as a special participant population for service. The service for this population is procured through a specific RFP process. Community Based Organizations are encouraged to submit a proposal for this project. The current provider of this service is a Community Based Organization.

4. Describe the Local Board policies for the following and provide copies as an attachment:

- a. WDBs are given flexibility to decide the documentation they wish to use to justify a participant's "need for training." Describe the documentation required to demonstrate a "need for training."

§663.310(b)

The priority ranking and training approval system described in Section VI – A2 and D2 will justify "need for training."

- b. Needs Related Payments

§663.815
134(e)(3)

Needs related payments will not be available in the Bay Workforce Development Area.

E. Youth Program

The U.S. Employment and Training Association, in collaboration with the U.S. Departments of Education, Health and Human Services, and Justice has developed a new strategic vision to more effectively serve out-of-school youth and those at risk of dropping out. These youth are an important part of the new workforce supply needed by businesses to fill vacancies in a knowledge-based economy.

§663.815

WIA programs and services should serve as a catalyst to connect these youth, as well as other high risk youth (youth in or aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farmworker youth), with quality secondary and post-secondary educational opportunities and high-growth and other employment opportunities. WIA expects a comprehensive strategy of services to youth that includes multiple partners and strong connections to and integration into the Job Center System.

1. Describe the framework for the local youth program, including:
 - a. How it will be integrated into the one-stop system.
 - b. How this design will coordinate with other youth programs such as foster care, education, school-to-work, youth apprenticeship programs, Temporary Assistance for Needy Families youth programs and other relevant youth resources.
 - c. How this design will ensure coordination between other WIA Title I

§664.400(b)

- youth programs such as Job Corps, and others in the local area.
- d. How this framework will ensure that youth who are not eligible for WIA have access to youth services within the Job Center system.

The youth services are provided through a competitive RFP process. The RFP requires all proposers describe the service provision, how they will meet the WIA performance goals, share client information, coordinate with other youth providers, school districts, and participate in the Job Center's service delivery and administrative process. The 30% set-aside of the youth allocation for out-of-school youth is sole sourced to the WIA Job Center partnership in each Job Center. The out-of-school youth plan guidelines require that the services are provided at the local Job Center. All successful proposers are required to coordinate with other youth programs including the funding of the service.

2. Describe how the WDA will, in general, provide the youth program elements within the youth program design. In particular, discuss the following:

§664.400(b)
§664.410

- Preparation for post-secondary educational opportunities
- Strong linkages between academic and occupational learning
- Preparation for unsubsidized employment opportunities
- Effective linkages with intermediaries with strong employer connections
- Alternative secondary school services
- Summer employment opportunities
- Paid and unpaid work experiences
- Occupation skill training
- Leadership development opportunities
- Comprehensive guidance and counseling
- Supportive services
- Follow-up services

The RFP for youth services requests proposers describe their service strategy based on the required youth elements. Each element is detailed in the RFP and the proposer must address each element and describe how the elements are the basis for their service delivery. The selection of service providers is measured by the strength of the youth elements presented in a proposal.

3. Youth Definitions

- a. Provide your local definition of the sixth youth eligibility criterion – "An individual who requires additional assistance to complete an educational program, or to secure and hold employment." The locally developed eligibility criterion must be specific, measurable, and different than the five federally specified barriers/criteria (basic literacy skills deficient; school dropout; homeless, runaway or foster child; pregnant or parenting; offender)

101(13)(C)(vi)
§664.210

An individual who is expelled or committed an expellable offense or

identified by the local school district as at risk will be an individual who requires additional assistance to complete an educational program, or to secure and hold employment.

- b. Provide your local definition of "deficient in basic literacy skills" criterion.

101(13)(C)(i)
§664.205

An individual who has a reading level below the 9th grade level for the in-school youth and below 12th grade for out-of-school youth.

4. The proposed WIA reauthorization law is placing an increased focus on serving out-of-school youth rather than in-school youth. Describe the process you will use to target services toward out-of-school youth.

129(c)(4)(A)

Should the reauthorization require more out of school youth services, the Workforce Development Board will expand the current program through an additional RFP process for targeted older school youth. This procurement will be in addition to the allocation of older youth school funds to the Job Centers in the service area.

5. Describe how the WDB will target and serve youth most in need of services such as youth aging out of foster care, youth offenders, and others as listed above.

The Workforce Development Board has designated expelled youth or youth that have committed an expellable offense as youth most in need of service. A separate RFP is issued for this population. Additionally, the Workforce Development Board is exploring the option of designing a WIA service project for youth leaving the corrections system. The project will be similar in design to the adult offender project currently in operation through the adult program. The project will be presented to Department of Corrections for comment and assistance with funding.

6. Describe the criteria and process to be used in awarding grants for youth activities, including criteria to identify effective and ineffective youth activities and providers.

§661.350(a)(7)

Youth projects are procured through an annual RFP process. All proposals are rated by members of the Youth Council, a Workforce Development Board member and a Local Elected Official. The review system rates the proposed services, past performance, fiscal factors, local coordination and strength of the ten required elements.

- F. New Service Delivery Strategies for WDAs Failing Performance Measures
As required by WIA, WDBs that have failed the same performance measure for more than one year must highlight any new or innovative service delivery strategies the WDB has engaged in or is planning to implement to maximize resources, increase service levels, improve service quality, achieve better integration, improve performance levels, or meet other goals. Include in your

description the initiative's general design, anticipated outcomes, partners involved, and funds leveraged.

Service numbers and quality of service have been two areas of excellent performance for the younger youth, adult and dislocated worker programs in the Bay Area. The older youth program has struggled with performance. The older youth program has gone through a significant improvement process including the review of the program by an outside consulting firm, a complete revision of the ISS, and the follow up process. Workforce Development Board staff have conducted several technical assistance sessions with older youth service providers and has encouraged the providers to attend state sponsored sessions. With the ability to use Asset to track performance by contractor Workforce Development Board staff can now identify the contractor that is failing the required standards and either assist with improvement or sanction/cancel the contract. Based on these actions the Workforce Development Board expects an improvement in the Older Youth Performance Standards.

- E. Strategies for Faith-based and Community Organizations
 - 1. Describe those activities to be undertaken to increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system.
 - 2. Describe those activities to be undertaken to expand the access of faith-based and community organizations' clients and customers to the services offered by the One-Stops in the State.

(1-2) Faith based and community based organizations are on the vendor list and the staff of the Bay Area Board have held informational meetings for these organizations on the procurement contract process. Periodic communications with the Faith Based Organizations in the Bay Area is conducted informing them of Bay Area Workforce Development Board's activities.

Local Faith Based Organizations are invited to provide presentations to the board at the regularly scheduled meetings. The attendance at board meetings have started a communication process that should expand the involvement of FBOs in the WIA Job Center service provision.

VII. Service Providers and Oversight

- A. Selection of Service Providers
 - 1. Describe the process the WDB will use to select service providers for the following types of services:
 - a. Core services
 - b. Intensive services

All core and intensive services are sole sourced to the Job Center

Management Team, a consortium of WIA mandated partners and other CBOs/FBOs. Each team bi-annually submits a service plan to the Workforce Development Board. The Plan describes the core and intensive services available at the center. Through this planning process the services are locally designed and delivered ensuring an integrated, local, user-friendly service. The partnership also encourages the sharing costs for the provision of the services.

c. Youth services

Younger youth services are annually procured through a RFP process. Members of the Youth Council, a Local Elected Official and a Workforce Development Board member reviews, rates and recommends funding for the service.

Older youth services are procured competitively among the nine job centers. The proposals are reviewed, rated, and recommended for funding by the designated Workforce Development Board members. Fiscal analysis and the cost price is completed for each proposal by the Workforce Development Board's controller. Previous WIA performance, service delivery quality, quantity and cost per participant is evaluated and used as a basis for funding/non-funding.

2. Describe how and where the services will be provided and who will provide them for the following types of services:
 - a. Core services
 - b. Intensive services

Core and Intensive services are provided locally at each of the 10 Job Centers in the Bay Area through a combined effort of the Management Team Partners. The service provider(s) is/are selected by the management team of each center.

c. Youth services

Older youth services are provided at each of the 10 job centers in Bay Area. The service provider is selected by the management team of the center.

Younger youth services are provided at selected sites throughout the 10 county area by agencies under contract to the Board. Equitable distribution of youth services throughout the 10 counties is made through awarding of contracts by the Board.

3. Provide an organizational chart showing staff and administration of all service providers for the following types of services:
 - a. Core services
 - b. Intensive services
 - c. Youth services
- B. Oversight and Training of Service Providers
 1. Describe the monitoring and oversight procedures the WDB uses.

All services (core, intensive, training) are contracted. The Workforce Development Board's staff monitors service numbers and expenditures monthly. A semi-annual review by the Board is conducted with contract revisions, sanctions, modifications provided at the time. An annual on-site monitoring of all contracts is conducted. This onsite monitoring includes participant interviews, file reviews and contract deliverables including performance requirements. Technical assistance is provided for any contractor that is not meeting the contract requirements.

2. Describe how staff providing services are trained in use of the ASSET system and the WIA program.
3. Describe local processes for monitoring and ensuring timely and comprehensive entry of participant information into the ASSET system.

(2-3) All new WIA staff is provided an overview of Asset and WIA by their employer. The Workforce Development Board's program assistant (who is a member of the Asset user's group), provides one-on-one Asset training for new contractor staff and also monitors progress of the new person. Guidance and technical assistance is available at all times. The Workforce Development staff also provide information and training sessions to contractor staff throughout the contract year or when changes are made to the system.


4. Describe any local data systems in use to record and track participants.

VIII. Performance and Accountability

Increased performance accountability is a central feature of WIA and remains a strategic priority for the DOL. DOL has developed a set of performance measures for federally funded employment and training programs. These measures are intended to help describe the core purposes of the workforce system: how many people found jobs; how many stayed employed; and earnings increase.

It is DOL's intent to begin data collection in support of these performance measures to the extent feasible effective July 1, 2005, for Program Year 2005. DOL will be publishing proposed reporting and recordkeeping requirements for the measures in a future *Federal Register* Notice.

WIA requires the negotiation of core performance indicators for WIA Title I services for adults, dislocated workers, youth aged 19 - 21 and youth aged 14 - 18. DWD will negotiate local performance levels with each WDB and state levels with the DOL. The negotiations between DWD and DOL will impact local performance levels. Resources to assist in determining local performance levels are available on the DWD/WIA website.

 Performance Resources

- A. If the WDB has developed performance standards, in addition to those required by WIA, what criteria were used to develop these local area

§666
§661.350(a)(4)

performance standards? Describe how these standards will be evaluated and corrective actions that will be taken if the performance falls short of expectations.

No additional standards for performance have been set.

- B. Describe the local area continuous improvement activities and how performance data will contribute to this process.

The Workforce Development Board and staff, with Job Center Management Teams will continue to evaluate the economic, demographic and local characteristics of the labor force and the needs of employers to address customer needs, deliver integrated user-friendly services and be accountable to the customers and the public. The Workforce Development Board will continue to promote the integration of employment and training services in the Bay Area, and promote collaboration among the mandated partners at the Job Centers to meet the needs of all job seekers and employers.

- C. Based on DWD's research, post-exit employment data from Program Years 2001-2003 shows that WIA Title 1 participants are successful in obtaining employment, but are not as successful in retaining employment. Some WDAs show a 30-50% drop in employed participants from the third to fifth quarter after exit. This phenomenon impacts nearly all performance measures, but is particularly detrimental to the Adult 6 Months Earnings Change measure. As a result, retention strategies are a key performance theme.

Provide a detailed description on how you are focusing your follow-up services to emphasize retention strategies, or how you have changed or plan to change your program services that are provided during program participation to ensure retention success before participants exit the program and become harder to reach.

The Bay Area target follow-up services through a newly developed ISS that has more detailed, prescriptive follow up processes and services. Participants in follow-up will also be counted in the contractor case load as active clients. Early in the new program year technical assistance in follow-up and training for the new ISS will be provided to all WIA case managers. A written explanation of the purpose and importance of follow up will be provided to all clients in training and re-emphasized at the point of funding of last semester of training.

IX. Assurances and Signatures

1. The WDB, including the chief elected official of the area and providers receiving funds under Title I of the Workforce Investment Act, will comply with the Fiscal Controls established in Section 184 of WIA.

2. The WDB and chief elected official assure that they will comply with the nondiscrimination provisions of WIA section 188, including an assurance that a Methods of Administration has been developed and implemented.
3. The WDB assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA section 188.
4. The WDB assures that veterans will be afforded employment and training activities authorized in section 134 of WIA.
5. The WDB assures that all WIA participants will be exposed to full range of career choices including orienting and exposing women to training and jobs with family-supporting wages that traditionally women have not held.
6. The WDB assures that no funds received under WIA will be used to assist, promote, or deter union organizing.
7. The WDB assures that it will comply with section 504 of the Rehabilitation Act of 1973 and the American's with Disabilities Act of 1990.
8. The WDB assures that it developed this plan in consultation with the business community, labor organizations, and required partners.
9. The WDB assures that funds will be spent in accordance with WIA legislation, regulations, written DOL Guidance, and all other applicable federal and state laws.

NOTE: Signatures are also required on the Certifications in the Forms c and d.

This plan has been developed for the Bay Area Workforce Development Area in accordance with the terms of the Workforce Investment Act.

Approved for the Workforce Development Board

Workforce Development Board Chair

Name (type or print): Paul Linzmeyer

Signature: _____ Date: _____

Approved for the Counties of the Workforce Development Area

Chief Local Elected Official

Name (type or print): Bruce Osterberg

Title: County Supervisor

Signature: _____ Date: _____

Local Elected Officials (Optional):

Name (type or print): Dan Haefs

Title: County Supervisor

Signature: _____ Date: _____

Name (type or print): Richard Virlee

Title: County Supervisor

Signature: _____ Date: _____

Name (type or print): James Barlow

Title: County Supervisor

Signature: _____ Date: _____

Name (type or print): Don Markwardt

Title: County Supervisor

Signature: _____ Date: _____

Name (type or print): Cheryl Wruk

Title: County Supervisor

Signature: _____ Date: _____

Name (type or print): Randy Reiter

Title: County Supervisor

Signature: _____ Date: _____

Name (type or print): Elmer Ragen

Title: County Supervisor

Signature: _____ Date: _____

Name (type or print): Arlyn Tober

Title: County Supervisor

Signature: _____ Date: _____

Name (type or print): Jim Gilligan

Title: County Supervisor

Signature: _____ Date: _____

Attachment A

Form A

WDB MEMBERSHIP FORM

(Use additional sheets if necessary)

Contact Person: James M. Golembeski

Required Membership: 39

WDA #5
Date Changed: 3/28/05

	Member Name and Title (Number each entry)	Business/Organization Name and Address	Sector (Public or Private)	Organization Nominated by:	Term Starts M/DD/YY	Term Ends M/DD/YY	Sex M/F	Minority Y/N	NAICS Code	Firm Size Large/ Small
1.	Nancy Armbrust VP Community Relations (920) 437-7601 (920) 436-2226 fax	Schreiber Foods 425 Pine St PO Box 19010 Green Bay, WI 54307-9010	Private	Green Bay Chamber	7/01/02	6/30/05	F	N	31	Large
2.	Larry Bergner Director, General Operations (920) 682-4663 (920) 682-1091 fax	Holiday House 2818 Meadow Lane PO Box 579 Manitowoc, WI 54221-0579	Private Non-Profit	Holiday House	7/01/02	6/30/05	M	N	92	
3.	Karen Besiada President (920) 491-9079 (920) 491-9082 fax	Besiada Health Innovators 835 Potts Ave Green Bay, WI 54304	Private	Green Bay Chamber	7/01/04	6/30/07	F	N	62	Small
4.	John Bloor President (920) 468-9129 x111 (920) 465-6303 fax	NEW Curative Rehabilitation 2900 Curry Lane PO Box 8027 Green Bay, WI 54308	Private	NEW Curative Rehabilitation	7/01/02	6/30/05	M	N	92	
5.	Paul Bredael Community Relations (920) 794-3235 (920) 794-3221 fax	Wisconsin Public Service 800 Columbus St PO Box 236 Two Rivers WI 54241	Private	Green Bay Chamber	7/01/02	6/30/05	M	N	22	Large
6.	Amy Du Bois President (920) 437-9231 x32 (920) 432-1754 fax	Du Bois Bridal and Formalwear 123 South Broadway PO Box 2474 Green Bay, WI 54306	Private	Green Bay Chamber	7/01/04	6/30/07	F	N	44	Small
7.	Rick Gerroll Executive Vice Pres. (920) 894-2707 (920) 894-3950 fax	Wisconsin Concrete Products 16800 Little Elkhart Rd Kiel, WI 53042	Private	Manitowoc Area Chamber of Commerce	7/01/02	6/30/05	M	N	32	Small

Contact Person: James M. Golembeski**Required Membership: 39****WDA #5
Date Changed: 3/28/05**

	Member Name and Title (Number each entry)	Business/Organization Name and Address	Sector (Public or Private)	Organization Nominated by:	Term Starts M/DD/YY	Term Ends M/DD/YY	Sex M/F	Minority Y/N	NAICS Code	Firm Size Large/ Small
8.	Bob Guenther Representative/Organizer (920) 452-9424 (920) 452-7979	Northern WI Council of Carpenters 1104 Wisconsin Ave. Sheboygan, WI 53081	Private	Carpenters Local 731	7/01/04	6/30/07	M	N	81	
9.	Sue Hammersmith Provost and Vice Chancellor (920) 465-2334 (920) 465-2430 fax	UW-Green Bay 2420 Nicolet Drive Green Bay, WI 54311-7001	Public	UW-Green Bay	7/01/04	6/30/07	F	N	61	
10.	Larry Harkness HR Manager (920) 438-2359 (920) 438-4169 fax	Georgia-Pacific Corp. 1919 S Broadway PO Box 19130 Green Bay, WI 54307-9130	Private	Green Bay Chamber	7/01/03	6/30/06	M	N	31	Large
11.	John Haugh District Director (920) 448-5281 (920) 448-5266 fax	Div of Vocational Rehabilitation 200 N Jefferson St Green Bay, WI 54301	Public	DWD	7/01/03	6/30/06	M	N	92	
12.	Penny Helmle W-2 Program Manager (920) 834-7001 (920) 834-6889 fax	Oconto County Human Services 501 Park Avenue, Courthouse Oconto, WI 54153	Public	Oconto County Human Services	7/01/04	6/30/07	F	N	92	
13.	Joe Hilke Vice President, HR (920) 467-5512 (920) 467-5230 fax	Bemis Mfg. Company PO Box 901 Sheboygan Falls, WI 53085-0901	Private	Sheboygan Area Chamber of Commerce	7/01/02	6/30/05	M	N	32	Large
14.	Holly Hoppe Veterans Service Officer (920) 834-6817 (920) 834-6805 fax	Oconto County Courthouse 301 Washington St Oconto, WI 54153-1699	Private	Dept of Veterans Affairs	7/01/03	6/30/06	F	N	92	

Contact Person: James M. Golembeski

Required Membership: 39

WDA #5
Date Changed: 3/28/05

	Member Name and Title (Number each entry)	Business/Organization Name and Address	Sector (Public or Private)	Organization Nominated by:	Term Starts M/DD/YY	Term Ends M/DD/YY	Sex M/F	Minority Y/N	NAICS Code	Firm Size Large/Small
15.	Christine Jensema Administrative Director, Human Resources	St. Nicholas Hospital 1601 North Taylor Drive Sheboygan, WI 53081	Private	Sheboygan Area Chamber	7/01/04	6/30/07	F	N	54	Small
16.	Diane Koepke Manager (715) 535-3300 (715) 535-1313 fax	Premier Community Bank P. O. Box 54 Tigerton, WI 54486	Private	Shawano Economic Progress, Inc.	7/01/03	6/30/06	F	N	6052	Small
17.	Steve Kopecky Director, Organizational Development and Learning (920) 652-1754 (920) 652-9776 fax	The Manitowoc Company 2400 S 44 th St. PO Box 66 Manitowoc, WI 54221-0066	Private	Manitowoc Area Chamber	7/01/04	6/30/07	M	N	3533	Large
18.	Susan Kromm Supervisor (920) 832-1820 (608) 260-3092 fax	Div of Unemployment Insurance 2900 N Mason St, Suite A Appleton, WI 54914	Public	Dept of Workforce Development	7/01/03	6/30/06	F	N	92	
19.	Dr. Mike Lanser President (920) 693-1123 (920) 693-8078 fax	Lakeshore Technical College 1290 North Avenue Cleveland, WI 53015-1414	Public	LTC Board	7/01/04	6/30/07	M	N	61	
20.	Paul Linzmeyer President (920) 497-2000 (920) 497-4866 fax	Bay Towel 2580 S Broadway PO Box 12115 Green Bay, WI 54307-2115	Private	Green Bay Area Chamber of Commerce	7/01/04	6/30/07	M	N	81	Small
21.	Tony Marcelle President (920) 437-2655	Laborers' International Union of North America 1570 Elizabeth Street Green Bay, WI 54302	Private	AFL-CIO	7/01/04	6/30/07	M	N	81	

Contact Person: James M. Golembeski

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WDA #5
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	Member Name and Title (Number each entry)	Business/Organization Name and Address	Sector (Public or Private)	Organization Nominated by:	Term Starts M/DD/YY	Term Ends M/DD/YY	Sex M/F	Minority Y/N	NAICS Code	Firm Size Large/Small
22.	Jean Marsch, SPHR Director, Human Resources (920) 433-8140 (920) 431-3151 fax	St. Vincent Hospital 835 S. Van Buren Street Green Bay, WI 54307-3508	Private Non-Profit	Green Bay Chamber	7/01/04	6/30/07	F	N	62	Large
23.	Don McAdams Director of Development (920) 459-6527 (920) 459-7824 fax	Johnsonville Sausage PO Box 786 Sheboygan, WI 53082-0786	Private	Sheboygan Area Chamber of Commerce	7/01/03	6/30/06	M	N	31	Large
24.	Robert Miller, Jr District Director (920) 448-6400 x236 (920) 448-5013 fax	Job Service 325 N Roosevelt St Green Bay, WI 54302	Public	Dept of Workforce Development	7/01/03	6/30/06	M	Y	92	
25.	Dee Olsen Executive Director (920) 457-9491 (920) 457-6269 fax	Sheboygan Co. Chamber of Commerce 712 Riverside Dr, Ste 101 Sheboygan, WI 53081	Private Non-Profit	Sheboygan Co. Chamber of Commerce	7/01/04	6/30/07	F	N	81	
26.	Jesus Panalez Statewide Recruiter (414) 389-6636	United Migrant Opportunity Services 910 W Mitchell Street PO Box 04129 Milwaukee, WI 53204	Public	United Migrant Opportunity Services	7/01/04	6/30/07	M	Y	92	
27.	Sam Perlman Economic Development Manager (920) 743-3113 x204 (920) 743-3811	Door County Economic Development Corporation 185 E. Walnut Street Sturgeon Bay, WI 54235	Private Non-Profit	Door County Economic Development Corporation	7/01/03	6/30/08	M	N	81	
28.	Pamela Phillips VP Student Services (920) 498-5418 (920) 498-6260 fax	NWTC PO Box 19042 Green Bay, WI 54307-9042	Public	NWTC	7/01/03	6/30/06	F	N	61	

Contact Person: James M. Golembeski

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	Member Name and Title (Number each entry)	Business/Organization Name and Address	Sector (Public or Private)	Organization Nominated by:	Term Starts M/DD/YY	Term Ends M/DD/YY	Sex M/F	Minority Y/N	NAICS Code	Firm Size Large/Small
29.	Reggie Phillips Owner (715) 251-4672	Phillips Farm 7001 Phillips Road Niagara, WI 54151	Private	Marinette County Association for Business & Industry	7/01/03	6/30/06	M	N	11	Small
30.	Mike Ptacek Director of Curriculum School-to-Work	Green Bay Public Schools Administrative Building 200 South Broadway Green Bay, WI 54303	Public	Green Bay School District	7/01/04	6/30/07	M	N	61	
31.	Charles Rohlmeier Vice President, Human Resources & Administration (920) 794-6259 (920) 794-6372 fax	Fisher Hamilton 1316 18 th Street PO Box 137 Two Rivers, WI 54241	Private	Manitowoc Chamber	7/01/04	6/30/07	M	N	31	Large
32.	Noel Ryder Chief Executive Officer (920) 682-3737 x105 (920) 682-3638 fax	Lakeshore CAP, Inc. 540 N 8 th Street Manitowoc, WI 54220	Public	Lakeshore CAP	7/01/03	6/30/06	M	N	81	
33.	John Schwantes HR Mgr-Engine Business (920) 457-4441 x77066 (920) 803-4928 fax	Kohler Company 444 Highland Drive Kohler, WI 53044	Private	Sheboygan Area Chamber of Commerce	7/01/03	6/30/06	M	N	33	Large
34.	Loretta Shellman Owner (920) 848-3427 (920) 848-3430 fax	Shellman Publishing 107 S Main St Oconto Falls, WI 54154	Private	Oconto County HSD	7/01/02	6/30/05	F	N	51	Small
35.	Patricia Simonar Human Resources Mgr (920) 388-2000 x7118 (920) 388-0263 fax	Kewaunee Fabrications 520 North Main Street Kewaunee, WI 54216	Private	Kewaunee County	7/01/03	6/30/06	F	N	33	Small

Contact Person: James M. Golembeski

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36.	Mike Troyer President	Strategic Management Associates 926 Willard Drive, Suite 234 Green Bay, WI 54304	Private	Green Bay Chamber	7/01/04	6/30/07	M	N	81	Small
37.	David Turbiville COO/CFO (920) 336-0601 (920) 336-9188 fax	Trudell Trailers, Inc. 2049 Creamery Road PO Box 11007 Green Bay, WI 54307-1007	Private	Employers Workforce Development Network	7/01/02	6/30/05	M	N	33	Small
38.	Michael Van Dyke Director (920) 746-2300 (920) 746-2355 fax	Door Co Social Services Courthouse PO Box 670 Sturgeon Bay, WI 54235-0670	Public	Door Co DSS	7/01/04	6/30/07	M	N	92	
39.	Stephen West WIA Coordinator (920) 496-7870 (920) 496-7875 fax	Oneida Tribe of Indians 2640 West Point Rd PO Box 365 Oneida WI 54155	Public	Oneida Tribe of Indians	7/01/04	6/30/07	M	Y	92	

*Enter the appropriate NAICS Code that can be found on the U.S. Census Bureau website at <http://www.census.gov/epcd/naics02/naicod02.htm>

Attachment B

Form B

YOUTH COUNCIL MEMBERSHIP FORM

(Use additional sheets if necessary)

WDA # 5

Contact Person James M.Golembeski

Date Changed _____

Category *	Member Name, Address, Phone Number, and e-mail Address	Organization	Nomination Process**	Selection Process**
1	Jody Armagost 222 West Park Street PO Box 679 Gillett, WI 54124 920/855-2128 jody.Armagost@co.oconto.wi.us	New View Industries	Job Center	Nominated by Bay Area Workforce Development Board
2	Anita Barber PO Box 365 Oneida, WI 54155 920/869-4381 abarber@oneidanation.org	Oneida Tribe of Indians	Oneida Tribe	Nominated by Bay Area Workforce Development Board
5	Jessica Bierke 325 N Roosevelt St. Green Bay, WI 54302 920/435-1543 bierkej@jcdc.jobcorps.org	Job Corps	Job Center	Nominated by Bay Area Workforce Development Board
1	Liz Case PO Box 22308 Green Bay, WI 54305-2308 920/433-3384 x118 no email available	Family Services	Job Center	Nominated by Bay Area Workforce Development Board
7	Louise Brekke Daul 2469 Maple Grove School Road Oconto, WI 54153 920/835-4655 (home) no email available	Oconto School District	Job Center	Nominated by Bay Area Workforce Development Board

Category *	Member Name, Address, Phone Number, and e-mail Address	Organization	Nomination Process**	Selection Process**
1	Meg Dallapiazza 3977 US Highway 2 Florence, WI 54121 715/528-5490 x55 meg.dallaspiazza@ces.uwex.edu	UW-Extension	Job Center	Nominated by Bay Area Workforce Development Board
1	Christopher East 2740 West Mason St. PO Box 19042 Green Bay, WI 54307-9042 Christopher.east@nwtc.edu	Northeast Wisconsin Technical College	Northeast Wisconsin Technical College	Nominated by Bay Area Workforce Development Board
3	Donna Freeman 413 North Chestnut Ave. Green Bay, WI 54304 920/432-6316 (home) internalizeoneness@yahoo.com	Self-employed	Nicolet Family Resource Center	Nominated by Bay Area Workforce Development Board
1	Gema Garcia 2740 West Mason St. PO Box 19042 Green Bay, WI 54307-9042 920/498-6894 gema.garcia@nwtc.edu	Northeast Wisconsin Technical College	Northeast Wisconsin Technical College	Nominated by Bay Area Workforce Development Board
1	Torri Gillis 300 Crooks Street PO Box 22308 Green Bay, WI 54305-2308 920/436-4360 x1287 tgillis@familyservicesnew.org	Family Services	Job Center	Nominated by Bay Area Workforce Development Board
6	Bob Guenther 1104 Wisconsin Ave Sheboygan, WI 53081 920/452-9424 Local731@earthlink.net	Northern Wisconsin Council of Carpenters	Bay Area Workforce Development Board	Nominated by Bay Area Workforce Development Board
1	Paula Huff 301 Washington Street Oconto, WI 54153 920/834-6845 paula.huff@ces.uwex.edu	Oconto County	Job Center	Nominated by Bay Area Workforce Development Board

Category *	Member Name, Address, Phone Number, and e-mail Address	Organization	Nomination Process**	Selection Process**
1	Dan Konop 595 Baeten Road Green Bay, WI 54303 920/492-5960 x634 dkonop@cesa7.k12.wi.us	CESA #7	Job Center	Nominated by Bay Area Workforce Development Board
1	Victoria Ostrowski 200 North Jefferson Street Suite 201 Green Bay, WI 54301 920/448-5385 Victoria.ostrowski@doc.state.wi.us	Wisconsin Department of Corrections	Wisconsin Department of Corrections	Nominated by Bay Area Workforce Development Board
7	David Raasch 1498 Grignon Green Bay, WI 54301 920/432-8355 (home) chief.david2@juno.com	Retired Municipal Court Staff	Job Center	Nominated by Bay Area Workforce Development Board
7	Bob Rau 139 North 8 th Street Sturgeon Bay, WI 54235 920/743-2202 Robertrau1958@yahoo.com	Retired School Teacher	Job Center	Nominated by Bay Area Workforce Development Board
6	Noel Ryder 540 North 8 th Street Manitowoc, WI 54220 920/682-3737 x105 nryder@lakeshorecap.org	Lakeshore CAP	Job Center	Nominated by Bay Area Workforce Development Board
1	Nancy Schopf 400 South Washington Street PO Box 1660 Green Bay, WI 54305-1660 920/437-8704 schopf@titletown.org	Green Bay Area Chamber	Job Center	Nominated by Bay Area Workforce Development Board
7	Richard Seidemann 3620 Wilgus Ave Sheboygan, WI 53081 920/208-5809 seider@dwd.state.wi.us	Department of Workforce Development	Department of Workforce Development	Nominated by Bay Area Workforce Development Board

Category *	Member Name, Address, Phone Number, and e-mail Address	Organization	Nomination Process**	Selection Process**
1	Heidi Smith 200 South Jefferson Street Green Bay, WI 54301 920/448-6548 heidi.smith@doc.state.wi.us	Wisconsin Dept of Corrections Juvenile Corrections Division	Wisconsin Dept of Corrections	Nominated by Bay Area Workforce Development Board
1	Sharon Spengler 185 East Walnut Street Sturgeon Bay, WI 54235 920/743-3113 Sharon@doorcountybusiness.com	Door County Economic Development Corp	Door County Economic Development Corporation	Nominated by Bay Area Workforce Development Board
7	Fred Stieg 840 Moon Drive Green Bay, WI 54313 920/434-9199 fstieg/@new.rr.com	Retired School Superintendent	CESA #7	Nominated by Bay Area Workforce Development Board
1	Benjamin Villarruel 1700 Chicago Street DePere, WI 54115 920/337-1032 x4109 Villarruel@depere.k12.wi.us	DePere Unified School District	CESA #7	Nominated by Bay Area Workforce Development Board
1	Patti Warmenhoven 707 East Elizabeth Street Shawano, WI 54166 715/526-4760 pwarmen@frontiernet.net	Wolf River Partnership Shawano County Job Center	Job Center	Nominated by Bay Area Workforce Development Board
1	Lyndsay Yandila PO Box 22308 Green Bay, WI 54305-2308 920/433-3384 x114 No email available	Family Services	Job Center	Nominated by Bay Area Workforce Development Board
1	Tammy Zinther 2500 Hall Avenue, Suite B Marinette, WI 54143 715/732-7772 tzinther@marinettecounty.com	Marinette County Human Services	Job Center	Nominated by Bay Area Workforce Development Board

* Youth Council Category – Insert the number that corresponds to the appropriate category: 1 – Youth Services Agencies, including Juvenile Justice and Law Enforcement Agencies; 2 – Local Public Housing Authorities; 3 – Parents of Eligible Youth; 4 – Former Participants; 5 – Job Corps; 6 – WDB Members; 7 – Other Individuals

** Not required for WDB Member

Attachment C



Bay Area Workforce Development Board

Supportive Service Policies & Procedures

Effective July 1, 1995
Revised August 13, 2003

SUPPORT SERVICE POLICIES

Financial assistance in the form of supportive services monies is available to any participant enrolled in a WIA training component.

The support service to be provided is determined through the objective assessment process and indicated on the participant's Individual Service Strategy/Employability Plan.

Support services are provided through a request from the WIA Case manager and final approval by the Bay Area Workforce Development Board Fiscal Department.

Based on availability of funds, supportive services are provided in this order:

- 1) childcare
- 2) transportation
- 3) work related expenses
- 4) follow-up services

Should it be determined that there is a need for WIA Support Service; the appropriate procedure for the required support service is followed. These procedures are provided as Attachment 1 of this policy.

All required forms must be complete, accurate, and signed before funds can be released.

If a participant is eligible for W-2, DVR, or any other program/agency that sponsors training (Oneida WIA, Menominee WIA, etc.) he or she is not eligible for WIA support service dollars unless the case manager determines that support services are not available through the training agency.

CHILDCARE POLICY

Authorization

Childcare will be authorized on a first come, first serve basis. Returning students will be given first priority for childcare dollars. Returning students' requests must be submitted by the end of July (for the next school year). Childcare dollars will be reserved on an annual basis by semesters. Childcare funds that are not needed by returning students will be made available to other participants in August. It is the responsibility of the case manager to notify the Workforce Development Board Fiscal Department if dollars allocated for the school year will not be needed.

Summer school childcare will be dependent on unexpended dollars from the previous school year.

Reimbursement

No reimbursements will be paid for a provider under 18 years of age.

No reimbursements will be paid for a provider that is a parent/legal guardian of the child.

Reimbursements will not be paid for anyone residing in the participant's house.

Reimbursements will be paid only for times that the participant is participating in the authorized activity.

Reimbursement is only allowed for children 12 years and under.

Under no circumstances will the Bay Area Workforce Development Board payment exceed the rates set in Attachment E (Monthly Payment Limits).

Self-Paced Classes

Due to variation in monthly payment limits between scheduled classes and self-paced classes, an attendance verification sheet must be submitted with monthly invoices. Reimbursement will be paid for scheduled classes only if attendance is not verified and signed by an authorized personal at the approved activity.

Childcare Registration Fees

Reimbursements are allowed for childcare registration fees. A WIA Support Service – Other Expense Participant Request/Approval form needs to be submitted for approval to receive payment. A copy of the paid receipt will be required for reimbursements.

Childcare Provider

Participants requesting childcare will provide their case manager with the name, address and telephone number of each childcare provider and whether the provider is licensed or other (not licensed).

It is the responsibility of the case manager to submit a Participant Request/Approval form for changes in childcare provider.

Childcare Agreement

A participant authorized for childcare support dollars must submit a signed/dated Childcare Agreement (Attachment D) prior to utilizing the childcare assistance. The Bay Area Workforce Development Board office must receive a copy of the agreement before support service monies can be released.

TRANSPORTATION POLICY

Transportation reimbursement is secondary to childcare and subject to the following policies:

Private Vehicle

Use of a private vehicle is allowed by participants in WIA services. Participants using their own vehicle for travel to and from WIA programs will be reimbursed as followed:

<u>Round Trip Miles</u>	<u>Maximum Daily Rate</u>
10 – 50	\$ 3.00
51 – 75	\$ 6.00
76 and over	\$ 9.00

Each participant is required to maintain a mileage log (Attachment C) and provide it to his or her case manager for approval and forwarding to the Workforce Development Board. Actual mileage, dates that costs were incurred, and the participant's signature are needed on the form.

Mileage cannot be paid for travel within the city limits of Green Bay for those who reside in Green Bay.

Public Transportation / Passes / Tokens

Participants utilizing public transportation will be furnished the fare on an as needed basis. The service provider will maintain a pass log to document disbursement of the transportation amount. Passes/tokens will be requested by the service provider.

Participants without access to public transportation and who do not own a vehicle may be reimbursed for travel costs incurred by another person providing their transportation to and from WIA programs. The participant maintains a mileage log that requires the signature of the person providing the transportation, dates the log, and submits it to the case manager for approval and forwards it to the Workforce Development Board. The Bay Area Workforce Development Board pays the participant who then reimburses the transportation provider. Payment will be at the same rate as allowed for participants using their own vehicle.

WORK RELATED EXPENSE POLICY

Work related expenses can be provided to assist participants when entering the labor force. The participant's case manager completes the WIA Supportive Service – Other Expense Form and submits it to the Bay Area Workforce Development Board Program Operations Manager for approval.

Examples of Work Related Expenses

- a) Special tools, equipment or work gear required to enter employment
Maximum Limit \$1200 per participant
- b) Clothing
Maximum Limit \$200 annually
- c) Medical Exam
Maximum Limit \$200 annually

Other Work Related Expense

Participants showing need for other work-related expenses will be considered on an individual basis. The request is submitted to the Program Operations Manager of the Workforce Development Board for consideration. Upon approval, the participant purchases the necessary work-related item(s) and submits the expense for payment to the Workforce Development Board

Reimbursement

All work related expenses must have proper documentation (i.e. receipts, invoices, etc.) when submitted to the Workforce Development Board for reimbursement. Payment is made to the participant for the expense.

SPECIAL RESPONSE GRANT POLICY

Special response grant reimbursement is secondary to TAA.

Supportive Services through special response grants will be provided through the policy and procedures in place for services. Additional supportive service will be addressed on an individual basis per dislocation. Additional supportive services available are:

- 1) Housing costs while attending training
- 2) COBRA Insurance assistance
- 3) Relocation Assistance

All of the above services will be delivered on a needs based, surveyed basis. The service must be identified prior to the special response application.

All Special Response Grant Supportive Services will follow Bay Area Workforce Development Board procedures for the request.

Housing

Assistance with housing while attending training is available to participants when the housing costs are included in the training package. The assistance will be provided on a need based process.

COBRA

COBRA benefits will be available to an individual or a family member that, should insurance coverage lapse, a severe hardship for the family would result and new coverage would be denied. Prior to the approval of COBRA coverage, the family's ability to pay for the insurance will be identified and the need for assistance will be documented.

Relocation Assistance

Relocation assistance is available based on grant submission, when a job offer has been accepted and the participant has a specific start date. The move must be more than 50 miles from the current address. Costs covered include professional movers, rental of moving equipment/vehicles and mileage reimbursement. Under no circumstances will labor costs for relatives or friends be paid.

EXCEPTIONS

Exceptions to the Support Services Policy will be addressed on an individual basis with final approval provided by the Bay Area Workforce Development Board staff. Requests for the exception will be sent in writing to the Workforce Development Board and each request will include the documentation for the exception. Approval/denial of the request by the Workforce Development Board will be forwarded back to the requestor.

CHILDCARE PROCEDURES

The following procedure is a guideline for the approval and payment of childcare:

The participant's case manager prepares a WIA Support Service – Childcare Participant Request/Approval Form (Attachment A) based on the participant's class schedule. Both the case manager and participant sign the form. It is the responsibility of the participant's case manager to explain the childcare process/procedures and review the childcare packet with the participant.

The childcare packet includes: Attachment B – Payment Schedule, Attachment B1 – Childcare Expense Form, Attachment D – Childcare Agreement, and Attachment E – Monthly Payment Limits. One packet per provider is given to the participant. It is the responsibility of the participant to pay their childcare provider for any amount beyond the monthly payment limit.

The signed forms are submitted to the Workforce Development Board Fiscal Department for review of the request and approval/denial.

The Workforce Development Board Fiscal Department will keep the original Participant Request/Approval Form and Childcare Agreement Form. The copies of the Participant Request/Approval Form and the Childcare Agreement Form are sent to the participant's case manager. One copy is kept in the participant files and one copy is given to the participant for their records.

A Childcare Expense Form is filled out monthly for the prior month. The participant obtains the childcare provider's and case manager's signatures then forwards the invoice to the Workforce Development Board Fiscal Department.

Payment is made to the provider by the Bay Area Workforce Development Board.

TRANSPORTATION PROCEDURES

The following procedure is a guideline for the approval and payment of transportation expense:

The participant's case manager prepares a WIA Support Service – Transportation Participant Request/Approval Form (Attachment A) based on the participant's class schedule. Both the case manager and the participant sign the form. It is the responsibility of the case manager to explain the policy and procedures for transportation reimbursement to the participant.

A Participant Mileage Form is filled out monthly for the prior month. The participant tracks the days, sites, mileage, and purpose of travel. The signed and dated form is submitted to the case manager for approval; the case manager verifies the training dates, signs the form, and returns it to the Workforce Development Board Fiscal Department for payment.

Payment is made to the participant by the Bay Area Workforce Development Board. In the event of a secondary provider, it is the responsibility of the participant to reimburse the provider.

**Certification Regarding
Debarment, Suspension, Ineligibility and Voluntary Exclusion
Lower Tier Covered Transactions**

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, Participants' responsibilities. The regulations were published as Part VII of the May 26, 1988 Federal Register (pages 19160-19211).

**BEFORE COMPLETING CERTIFICATION, READ ATTACHED INSTRUCTIONS WHICH ARE
AN INTEGRAL PART OF THE CERTIFICATION**

- (1) The prospective recipient of Federal assistance funds certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
- (2) Where the prospective recipient of Federal assistance funds is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Name and Title of Authorized Representative

Signature

Date

Instructions for Certification

1. By signing and submitting this proposal, the prospective recipient of Federal assistance funds is providing the certification as set out below.
2. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective recipient of Federal assistance funds knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the Department of Labor (DOL) may pursue available remedies, including suspension and/or debarment.
3. The prospective recipient of Federal assistance funds shall provide immediate written notice to the person to whom this proposal is submitted if at any time the prospective recipient of Federal assistance funds learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
4. The terms "covered transaction," "debarred," "suspended," "ineligible," "lower tier covered transaction," "participant," "person," "primary covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this clause, have the meaning set out in the Definitions and Coverage sections of rules implementing Executive Order 12549. You may contact the person to whom this proposal is submitted for assistance in obtaining a copy of those regulations.
5. The prospective recipient of Federal assistance funds agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the DOL.
6. The prospective recipient of Federal assistance funds further agrees by submitting this proposal that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transactions," without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
7. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may but is not required to check the List of Parties Excluded from Procurement or Nonprocurement Programs.
8. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
9. Except for transactions authorized under paragraph 5 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the DOL may pursue available remedies, including suspension and/or debarment.

CERTIFICATION REGARDING LOBBYING
CERTIFICATION FOR CONTRACTS, GRANTS, LOANS AND COOPERATIVE AGREEMENTS

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all* subawards at all tiers (including subcontracts, subgrants and contracts under grants, loans, and cooperative agreements) and that all* subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

	WIA Title I-B
Grantee/Contractor Organization	Program/Title

Name of Certifying Official	Signature	Date
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*Note: In these instances, "All," in the Final Rule is expected to be clarified to show that it applies to covered contract/grant transactions over \$100,000 (per OMB).

Wisconsin has the second highest percentage of manufacturing jobs per its total job market in the United States. Within manufacturing, Wisconsin has extraordinary strength in wood and lumber products, fabricated metals, machinery, electrical equipment & appliances, computer & electronic products, transportation equipment, food products, paper manufacturing, printing, and plastics & rubber products. It has a very strong and growing health services industry. It has a very strong post-secondary education industry – both private and publicly owned. It has a vibrant and growing leisure and hospitality industry.

Growth and Decline

Growth Industries in the next decade:

- Health care is growing and will continue to grow in the short term and in the long term.
- Retail and wholesale trade are growing and will continue to grow in the short term and in the long term.
- Professional and business services are growing and will continue to grow in the short term and in the long term.
- Construction is growing and will continue to grow in the short term and in the long term.
- Leisure and hospitality is growing and will continue to grow in the short term and in the long term.

Declining industries in the next decade:

- Manufacturing has gone through a devastating job loss since 2000. In the short term it is growing in recovery. It is not expected to be a long term growth industry for the state.
- Government employment is declining in Wisconsin and will likely continue to do so in the short term.

Growth occupations in the next decade:

- Of the thirty occupations expected to grow over the next ten years, fifteen are health care occupations and nine are computer technology occupations. These occupations are growing in the short term and they are expected to continue growing in the long term.

Declining occupations in the next decade:

- The occupations declining in employment over the short term and the long term include many clerical and administrative support occupations, many machine operators and production occupations – such as assemblers.

Demand for Skilled workers and Jobs

Health care as an industry and nurses, and medical assistants and therapists as occupations have immediate demand for skilled workers. It is estimated that there might currently be a demand for as many as 7,500 to 8,500 workers per year, replacement and growth. That figure is likely to grow somewhat in the long term.

Computer technology occupations are projected to see a high demand over the next several years. The industries these occupations are found in are many and diverse, including financial activities, information and professional and business services. Although the burst in the high tech industry has many computer technology workers unable to find immediate employment, in the long term it is expected to furnish as many as 5,500 to 7,500 jobs annually.

Jobs/Occupations critical to the State's economy

Wisconsin's economy is in transition from a traditional manufacturing economy with a large number of production occupations to a much more diverse economy relying on much more technical occupations. This is occurring in manufacturing, in health care, in professional and business services, etc. So certainly health care technicians and technologists, computer technology professionals, industrial technology workers, truck drivers, customer service representatives, first/line supervisors in administrative services, production, retail trade and health care are among the most critical positions in the State's economy.

Computer skills, customer service skills (interpersonal interaction and communications skills), computer aided production machinery operational skills, health care delivery skills (nursing, health care technology skills), math and problem solving skills, managerial and team leadership skills, are among the most critical skills needed in the state's available, critical and projected jobs.

Labor Pool Demographics

Wisconsin's present and projected workforce is characterized by a more than normally large baby boom cohort. Wisconsin, being a predominantly white non Hispanic population had a very large baby boom and subsequently has a very large cohort of 41 to 59 year old persons. The state also has not been a magnet state for new arrivals of immigrant populations and thus has not experienced large numbers of young replacement workers. Additionally, the large and particularly vibrant metropolitan areas like Minneapolis/St. Paul, MN and Chicago, IL have drawn a particularly large population of recent Wisconsin college graduates. This has given Wisconsin early glimpses of worker shortages that are very likely to be exaggerated in the relatively near future.

Migration Patterns impacting the labor pool

Wisconsin has experienced some very different in-migration/out-migration influences and trends. In-migration for Wisconsin has always included a fairly large contingent of migrant workers who have historically labored in Wisconsin's agricultural and food packaging industries. Many of the migrant workers have been attracted to other Wisconsin industries in recent years leaving voids in the agricultural and food packaging industries.

In recent years, Wisconsin has experienced considerable in-migration of residents into Wisconsin counties directly adjacent to the Twin Cities and Chicago markets. However, these new in-migration residents have jobs in the Twin Cities and Chicago markets. Rather than alleviate worker shortages, these new arrivals actually increase the need for service workers in the communities in which they now reside. They also create housing shortages and escalating housing costs for workers in the communities they are moving into.

Out-migrations are occurring among Wisconsin's young, but particularly its young highly educated populations. Many of Wisconsin's young recently highly educated population are migrating to large dynamic metropolitan areas in the Midwest and other places in the country. These young people are very often attracted by the new industrial compositions of those communities.

Projected Skill Gaps

Certainly at the top of the list of current and projected gaps are skills needed in health care. This includes nursing skills, health care diagnostics skills, technologists and technicians, and therapists. These skills are in demand today and the demand will only intensify over the next decade.

Computer technology skills for numerous applications are in demand today, but the technology bubble burst has taken these requisite skills off the immediate radar screen. The need and demand for these skills will return very shortly as the economy begins to recover.

Craft skills, particularly in building trades will be in great demand over the next decade, as that industry faces increasing demand and certain large scale retirements creating an additional demand.

Workforce development issues

The most important workforce development issue identified by the State is better utilization of previously under-utilized workers. This includes minority workers, workers with disabilities, older workers, females, and others. Often this means addressing barriers faced by these population groups, transportation, childcare, as well as education and training.

The connection of workforce development to economic development has also been identified as a major issue in the state's economic success. Economic development, that recognizes the hidden workforce and partners and collaborates with the workforce development community to make sure the economic development activities fully utilize the potential labor force.

The State has prioritized a number of industries as one strategy to address its future economic health. The Governor has put forth an economic development strategy entitled "Grow Wisconsin" which recognizes the need to develop training around several key industries in the State. That economic development plan has been integrated into the State's workforce development plans including the use of WIA funds. Targeted industries include: health care; construction and apprenticed craft occupations; manufacturing, with special emphasis on high end, high productivity, high wage firms; and biotech research and development firms. There is also emphasis on assisting the Milwaukee area to be a world-class urban center, as it has been throughout its history.

Attachment D

BAY AREA WORKFORCE DEVELOPMENT BOARD TRAINING POLICY

Effective July 1, 2005

Please read these guidelines carefully; any concern can be directed to the case manager or the Program Operations Manager of the Workforce Development Board. It is the goal of the Bay Area Workforce Development Board to assist with retraining services and entry to employment. For consistency of service to all and to meet the Federal requirements of the program, the following guidelines are in place. These policies are not a commitment of the Bay Area Workforce Development Board but a guide to possible funding.

1. The payment for training comes from a federally funded program, the Workforce Investment Act (WIA).
2. WIA training providers must be on the statewide-approved vendor list prior to the approval of the training
3. All funding is contingent on the continuation of the Federal (WIA) Program and the Bay Area Workforce Development Board designation of funds.
4. Only case managers and Workforce Development Board staff that are authorized to use the Payment Authorization System (PAS) will be allowed to issue Training Vouchers.
5. All Training Vouchers have an expiration date of 60 days after authorization.
6. Training dollar limits are as follows:
 - a) maximum amount allowable for long term training will be \$3000 or a maximum of \$5000 with an approved waiver
 - b) training dollar amounts may vary from semester to semester
 - c) short term training limit is \$2000 for tuition and books (Adult, Dislocated Worker, National Reserve Grant Programs)
 - d) CDL or Heavy Equipment Programs will fall under the long term training
 - e) long term training is available on a range of \$350 to \$1250
 - f) the \$1250 amount is available on a waiver basis only
 - g) National Emergency Grant long term training funding limits are \$5000 for a two year program on a \$1250 per semester basis
7. Reimbursement of participant-paid tuition (and/or books if applicable) may be paid to participant once the class has been completed. Payment is dependent on the submission of grades and paid receipt(s) to case manager for the training and the requisition approved by Bay Area Workforce Development Board staff.
8. Continuation of funding will depend on submission of a report demonstrating a grade point average of 2.0 and/or an attendance record of 85% or better.
9. Failure to complete a class or dropping of a class may result in the loss of future WIA funding for training.
10. The Bay Area Workforce Development Board will pay for a class only once, dropping a class or failure to pass will result in the participant paying for the class when they retake it.
11. Classes are paid on a class-by-class basis; advanced classes will not be paid until beginner or preparatory classes are completed.
12. Summer school fees, when available will be included in the overall dollar limit.

13. No payment for religious classes can be made.
14. Tools or equipment or supplies purchased with WIA funds will be on a loan status until the program is complete. If a participant drops or fails the program the tools, equipment or supplies will be forfeited.
15. WIA funds will be considered part of the financial aid package. Financial aid (grants), except loans, will be the primary funding source. All students need to apply for Federal financial aid. The case manager will assist with the application
16. Returning students will not be approved for additional funding if the Financial Aid status is still in the "in progress" stage of approval after one semester.
17. Payment of four-year bachelor degrees cannot be paid; completion of a bachelor's degree may be paid if the student has junior status and the degree is in a demand occupation.
18. Payment for Masters credits or special accreditation will be considered on a case-by-case basis. Customers who have a four-year college degree will be eligible for training costs only if a transferable skills analysis indicates the need for a class to improve the customer's employability, the occupation is in a demand occupation and generally requires a masters degree.
18. Exceptions to this policy will be considered on a case-by-case basis through a written request for exception with the circumstances outlined. The circumstance and exception request will be submitted with the Training Voucher to the Bay Area Workforce Development Board Program Operations Manager. The decision of the Program Operations Manager is final.

As a recipient of training funds, I agree to:

1. Provide attendance information, grades and/or progress reports while enrolled in WIA-approved training for each semester prior to the issuance of a new Training Voucher.
2. Upon completion of training, provide documentation of completion to the appropriate Job Center staff.
3. Utilize other Job Center resources or training provider resources as necessary for employment placement.
4. When hired, notify the case manager and provide name of employer, wage/salary information and benefit information.
5. Assist with the follow up process for a minimum of one year after exit from the WIA program.

Participant Signature

Date

ATTACHMENT FOR
SPECIAL PURCHASE PROGRAMS

Training related dollar limits allowable in contracted special purchased programs and special waiver circumstances only:

- a) Required training exams to complete program (NCLEX, etc) - \$200
- b) Required conference attendance (WALPN, etc)
 - Registration - \$30
 - Accommodations - \$70/night (2 nights max)
- c) Travel to training exam site and/or required conference - \$.36/mi
- d) Criminal background check - \$20
- e) Physical exam - \$200
- f) Vaccinations (HEP B, TP test, etc) - \$200
- g) Uniform (2 pairs max, lab coat, etc) - \$200
 - Socks and undergarments (bra, underwear, etc) are not covered
- h) Shoes - \$60
- i) Stethoscope - \$20
- j) Watch with second hand - \$20
- k) Other items as listed in purchase contract

All expenses in this category must be documented with a receipt, invoice, or quote before reimbursements.

Participant Signature

Date

Adult Long Term Training	Per Semester Tuition
Full time student in long term training receiving PELL AND other grants where other grants total over \$500	\$ 350
Full time student in long term training AND receiving PELL and no other grants or where other grants total less than \$500	\$ 550
Full time student in long term training NOT receiving PELL, not the sole wage earner OR making child support payments, AND household income is above the poverty level	\$ 550
Full time student in long term training NOT receiving PELL, not the sole wage earner OR making child support payments, and household income is at or below the poverty level	\$ 750
If none of the above apply contact Betty for a special circumstance waiver for full time students in long term training (such as sole wage earner, making child support payment, excessive medical expenses, not able to work, exhausted UI); this may include a teacher's certification	\$ 1,250

Waivers are following current procedure. Submit the waiver to the Program Operation's Manager of the BAWDB along with a hand written training voucher. BAWDB staff will enter the voucher into PAS if approved.

Dislocated Worker Long Term Training	Per Semester Tuition
Full time student in long term training receiving PELL AND other grants where other grants total over \$500	\$ 350
Full time student in long term training AND receiving PELL	\$ 550
Full time student in long term training NOT receiving PELL	\$ 750
If none of the above apply contact Betty for a special circumstance waiver for full time students in long term training (such as sole wage earner, making child support payment, excessive medical expenses, not able to work, exhausted UI); this may include a teacher's certification	\$ 1,250

Short Term Training	1 Year or Less
Short term tuition cap for entire program	\$ 2,000
Non credit class - actual cost up to \$500 limit	\$ 500
Credit class - \$76 per credit	\$ 76
Truck driving, CDL, heavy equipment operator - see appropriate long term policy	